



**Governor's Minority  
Management Trainee Program  
Information Packet**

# TABLE OF CONTENTS

	Page
<u>I. Overview of Program</u> .....	3
History	
Personnel Cabinet	
Program Objectives	
Time	
<u>II. Program Requirements</u> .....	4
Orientation	
Certificate of Supervisory Essentials	
Action Plan Improving Performance- Self and Others	
Special Programs	
Portfolio Development	
Community Service	
<u>III. Trainee Selection Process</u> .....	8
Eligibility	
Application and Selection Procedures	
Timeline for Application/ Selection	
<u>IV. Program Roles</u> .....	10
Cabinet Secretary or Agency Heads	
GMMTP Participant Supervisor	
Triangle of Support	
Personnel Cabinet GMMTP Coordinator	

## **I. Overview of Program**

### **1.1 History**

The Governor's Minority Management Trainee Program was created by Executive Orders in August 1995. It was the first such program of its kind in the nation. This recruitment and professional development tool was established to increase the representation of minority managers within state government. This program offers an experience that enables participants to cultivate the skills needed to serve Kentucky's citizens in an effective and responsive manner. Participants receive in-depth, practical training through classroom instruction, on-the-job experience and special projects.

### **1.2 Personnel Cabinet**

The Personnel Cabinet provides leadership and guidance to attract, develop, motivate and retain a talented, diverse workforce; foster an understanding of and adherence to regulatory requirements; and create a positive, supportive work environment that values all employees.

The Office of Diversity, Equality & Training (ODET) spearheads this initiative. ODET provides overall program management, as well as the instruction of the CSE requirements.

### **1.3 Program Objectives**

- To provide value-added learning and development opportunities that will aid the Commonwealth of Kentucky in its quest to become an employer of choice.
- To be a nationally recognized program of choice that provides opportunity for minority employees to gain access, support, functional skills, and knowledge to strengthen their competitive edge in the workplace.
- To provide minority employees opportunities for individual growth, professional development, and leadership training to better assure readiness and competency attainment necessary for management and executive level roles within our enterprise.
- To provide mentoring relationships and networking opportunities with participants and minorities currently in management positions, so that trainees are able to develop personnel resources for continued development.

### **1.4 Time**

GMMTP is a two year program. The program will require a minimum of 87.5 hours for completion. As you will notice, many components of the program are on

going, and do not have a specific amount of time attached to them. This program requires dedication of time, and a willingness to participate in all the components.

## **II. Program Requirements**

Minority Management Trainees are required to complete the following program components:

### **2.1 Orientation [1.5 hours]**

Within the first month of acceptance into the program, an orientation program will be scheduled for trainees and Cabinet Secretaries or Agency Heads. The purpose of this orientation is to familiarize those involved with program requirements, policies, procedures, and roles.

During the orientation, trainees will receive congratulations and greetings from cabinet leadership, as well as from the Governor, or a representative from the Governor's Office.

### **2.2 Certificate of Supervisory Essentials (CSE) [65.5 hours]\***

Participants will be required to apply and complete all components of the Kentucky Certificate of Supervisory Essentials (CSE) Program. The courses will be offered through ODET and will need to be scheduled through KELMS.

The CSE focuses on developing and enhancing competencies required for effectively improving personal performance and the performance of others. The CSE is appropriate for employees with the motivation to grow in their current jobs and the desire to assume even greater responsibilities.

In order to earn the CSE, you'll need to take the required courses and pass an assessment. You'll have up to three opportunities to pass the assessment. You must complete the coursework and pass the assessment within two years of applying for the CSE.

#### **CSE courses:**

- CSE Orientation/Career Development (must be taken in the first month of program enrollment)
- Overview of the Merit System
- Hiring and Selection Process: Best Practices
- Managing Employee Performance
- Employee Discipline and Documentation
- Fundamentals of Safety and Health
- Workplace Violence Prevention for Supervisors
- Anti-Harassment Awareness
- Embracing Diversity in the Workplace

- Executive Branch Ethics
- Valuing Employee Input

For additional information on the CSE, please check the website:

<https://personnel.ky.gov/ODET/CSE%20FAQ.pdf>

### **2.3 Action Plan Improving Individual Performance- Self and Others**

Participants and their “Triangle of Support” (See 4.3) will develop an action plan for the two year program. The plan will outline the program requirements, establish time limits for accomplishing each requirement and establish the specific evaluation criteria for completion. There will be a series of courses that will engage the participant in following and completing their action plan. The action plan will address all of the following required areas:

#### **A. Personal Development [on going]**

*“Whatever you vividly imagine, ardently desire, sincerely believe and enthusiastically act upon... must inevitably come to pass.”*

*-Paul J. Meyer*

Personal development is an important component to the GMMTP program. It is a purpose of this program that participants grow not just professionally, but personally as well. GMMTP personal development training will focus on self objectivity, self confidence, proactive approaches, and personal and professional credibility.

#### **B. Interpersonal Skills [on going]**

Interpersonal skills are all the behaviors and feelings that exist within all of us that influence our interactions with others. Whether we are shy or bold, quiet or passive, domineering or cooperative are all different examples of characteristics of interpersonal skills. During GMMTP, participants will hone their interpersonal skills in areas such as; oral and written communication, adapting interpersonal style to meet the needs of people and situations, coaching and developing others, and leadership style flexibility.

#### **C. Critical Thinking [on going]**

Critical thinking is the reasonable, reflective thinking focused on deciding what to believe or do. This important skill set can set great managers apart from good managers. Participants will focus on the fact-based approach to problem-solving and decision making.

D. Organizational Performance [on going]

Overall organizational performance requires an understanding of organizational communication, goal setting, coaching, and evaluating. Learning skills to better organizational performance is valuable at any level.

E. Service Orientation [on going]

Public service requires the ability to realize a cause much greater than one's self. It is the hope of the program that a keen appreciation and understanding of the participant's role as a public servant is at the forefront of everything they do.

F. Administrative Skills Development [on going]

Basic skills that are needed in all roles throughout government are essential to master for promotional opportunities. Administrative skills include a wide range of essential organizational and technical skills. These skills include planning, organizing, staffing, scheduling, and computer software skills comprehending word processing, spreadsheets, databases, and telecommunications.

G. Leadership Development [on going]

Leadership development focuses on the development of leadership as a process. This will include the interpersonal relationships, social influence process, and the team dynamics between the leader and his/her team at the unit level, the contextual factors surrounding the team (such as the perception of the organizational climate, building and exercising against a leadership framework) and the social network linkages between the team and other groups in the organization.

H. Ethics Training [1.5 hours]

A strong understanding and acceptance of ethical behavior in public service are essential to ensure proper governance. In collaboration with the Executive Branch Ethics Commission, participants will undergo Ethics training.

I. Managing Under the Merit System [2.5 hours]

This program is designed for managers in the Kentucky Executive Branch, Chapter 18A System and will explore the common problems that supervisors face in managing employees in accordance with the statutes and regulations governing that system. The program is presented by the Personnel Cabinet.

J. State Government 101 [2 hours]

Participants will hear from previous GMMTP graduates regarding their state government experience, as well as tips for success within state government. Graduates will offer insight into how state government works, while participants will be able to ask questions, and gain feedback on their experience.

#### K. Diversity Training [2.5 hours]

Training regarding other cultures is important for anyone in a leadership position. Participants will be required to attend Module One, “Understanding Diversity in the Workplace” of the Office of Diversity & Equality’s Diversity Training.

Participants will learn:

- A Definition of Diversity and the Characteristics of Workplace Diversity
- A Definition of Culture and How it Impacts Workplace Diversity
- Why Diversity in the Workplace is Important
- What some Personal Barriers are to Workplace Diversity
- Strategies for Personal Diversity Competence

#### L. Anti-Harassment Training [2.5 hours]

Participants will also be required to attend the Office of Diversity, Equality & Training’s Anti-Harassment Training. During this training, participants will learn:

- Define Harassment
- Personnel Cabinet’s – Policy Statement on Harassment Prevention
- Unwelcome Conduct
- Hostile Environment
- Agency Liability
- Retaliation
- Complaint Filing Options

#### M. *Good Is Not Enough* Book club [2 hours for discussion]

Keith R. Wyche’s book, *Good is Not Enough*, targets minority professionals and provides them with rules and guidelines to be successful in the business world. This insightful and helpful book will provide participants with information from those at the top of their field, and allow insight to the struggle of making it to the top. Participants will be required to read the book and participate in a group discussion of the book.

### 2.4 Special Programs [on going]

Throughout the course of the program, participants will be expected to participate in special programs sponsored by various agencies. All cabinets will host one individual event for participants in the program to introduce them to their cabinet and the services they provide. Other programs include events sponsored by Kentucky State University, Human Resources Leadership Consortium (HRLC), and the Governor’s Office. These programs provide meaningful networking opportunities.

## **2.5 Portfolio Development [6 month project]**

By the completion of the program, participants will have made a professional portfolio. A professional employment portfolio could be just the thing that sets one apart from other job candidates. A well-prepared portfolio will: show your achievements, document the scope and quality of your experience and training, and show your skills and abilities.

## **2.6 Community Service [minimum of 5 hours per year]**

To increase individual and group exposure, community service opportunities will be arranged for participants of the program. GMMTP will have three major community service projects that will be in alignment with the initiatives set forth by the Governor. Participants will be encouraged to engage in the group activities, but will also be encouraged to participate in additional activities on their own. Currently proposed service projects include, but are not limited to:

- Everybody Reads Initiative
- KECC
- Habitat for Humanity
- Student forums with state Colleges and Universities.

## **III. Trainee Selection Process**

### **3.1 Eligibility**

GMMTP Program is open up to employees in all Executive Branch Cabinets, Constitutional Offices, and Kentucky State University. Applicants must meet the following eligibility requirements:

- Be an ethnic minority as defined below:
  - African, Hispanic, Asian, Indian, Middle Eastern or Native American descent.
- Have one (1) year of state government service.
- Be a full-time, merit employee
- Qualify for a grade 10 job classification or higher.
- Receive recommendation from their Cabinet Secretary.
- Aspire to be a manager and demonstrate exceptional management potential in areas such as:
  - Contributions to strategic goals and participation in long term planning.
  - Expressed interest in other parts of the organization.

- Willingness to put agency goals above personal goals.
- Ability to learn and develop people and conceptual skills.
- Participation in coaching or mentoring co-workers.

### **3.2 Application and Selection Procedures**

To better engage cabinet leadership in GMMTP, as well as provide them with the opportunity to become a stakeholder in the development of minority individuals within their cabinet, it is recommended that each Cabinet Secretary send a minimum of three (3) nominations for consideration to the Personnel Cabinet. Individuals interested in GMMTP will need to seek nomination from their Cabinet Secretary. Applicants should complete the application for admission into GMMTP, and submit to the Cabinet Secretary. If possible, the Cabinet Secretary should meet the applicants seeking nomination to determine recommendation.

Those participants who fall under “general government”, constitutional offices, or employed by Kentucky State University, will need to seek nomination from Commissioners, Executive Directors, or the agency head of the branch in which you work.

Applications to GMMTP will be available in June via the Personnel Cabinet’s website, as well as through individual agencies. All applications should be submitted to their agency liaison for their Cabinet Secretary or Agency Head to review for nomination. The application will consist of the following:

#### **A. General Application**

The General Application will collect the basic information on the applicant. The application will ask for information regarding applicant’s cabinet, work experience, and background. Application will need to be submitted to Cabinet Secretary for inclusion into application package.

#### **B. Personal Reflection Essay**

Applicants will be asked to reflect on three essay questions. Each essay will be critiqued on creativity, style, and professionalism. Essays should be submitted to their Cabinet Secretary for inclusion into application package.

#### **C. Letters of Recommendation (3)**

Applicants will be required to submit three professional letters of recommendation for consideration into the program. All recommendations will need to be submitted to their Cabinet Secretary for inclusion into application package.

#### **D. Applicant- Agency Agreement Form**

Applicants will be required to have Agency approval for their participation in the program. By completing the approval form, Agencies agree to allow participants the opportunity and time to complete the program, showing their support for class attendance, mentor meetings, and other events sponsored by the program.

### **3.3 Timeline for application/selection:**

All applications are due to the Office of Diversity, Equality & Training by 12:00 pm on July 17, 2017.

Questions regarding the selection or application process should be sent to the Office of Diversity, Equality & Training.

## **IV. Program Roles**

### **4.1 Cabinet Secretary or Agency Heads**

The Cabinet Secretaries/ Agency Heads are to ensure that all employees, and specifically managers, understand the importance of creating a diverse and inclusive workforce. As leaders in their respective areas, they should work to ensure the success of their agencies' trainee. These individuals will also be responsible for assigning an internal liaison to promote the program to management and communicate program motivation to all employees. As a primary nominator for trainees, it is the hope that these individuals will sponsor their trainee with meaningful experiences, support, and networking opportunities. This individual is also strongly encouraged to ensure management level and above attendance at the program graduation of trainee. Lastly, those in this role are encouraged to give fair and equal consideration to program graduates for promotional opportunities.

### **4.2 GMMTP Participant Supervisor**

By signing the Agency Agreement Form, the participant's supervisor is acknowledging their commitment to their agency's trainee. The supervisor holds a key role in the success of the trainee. It is important for those in this position to communicate to the trainee's co-workers the purpose and benefits of the program. The supervisor is also expected to provide work schedule flexibility, and to support the trainee's participation in all of the program's components. The supervisor should encourage the trainee to incorporate their newly developed skills into the agency's work environment. Finally, the supervisor and other interested co-workers are also encouraged to attend the program graduation in support of trainee and to remain an active advocate for the trainee's continued career growth.

### **4.3 Triangle of Support**

It has been suggested that success is not always achieved by just one, but better achieved with assistance and support of others. It is with that thought that we have developed the Triangle of Support. To better meet the needs of the trainee, GMMTP has developed a support system that will acknowledge three specific areas to insure trainee success. The trainee's Triangle of Support will play vital roles in the trainee's experience. The Triangle of Support consists of the following people:

#### **A. Mentor**

This role requires the mentor to help the trainee develop professional interests and set realistic career goals. As the old saying goes, "If you don't know where you are going, you don't how to get there." This saying holds true for a trainee's professional development. The mentor needs to think about where the trainee wants to go professionally and help set career goals. Career goals should be specific, time-framed, results-oriented, relevant, attainable, and flexible to accommodate the changing dynamics of the organization

#### **B. Advocate**

The role of Advocate is to open up doors of opportunity. This role primarily involves helping the trainee establish a network of contacts within their agency, as well as outside their agency. The trainee needs a chance to meet other people to spur professional development. As an Advocate, you can introduce the trainee to your contacts to help build the trainee's network structure. As an advocate, you also open doors of information for the trainee by directing him/her to resources that may be helpful.

#### **C. Sponsor**

A sponsor creates opportunities for the trainee—opportunities that may not otherwise be made available. These opportunities can relate directly to the job or indirectly to the trainee's overall professional development. The goal of the sponsor is to provide as much exposure for the trainee as possible, with a minimum of risk. Opportunities should challenge and instruct without slicing away the trainee's self-esteem. A trainee should not be set up for failure. New opportunities can increase the visibility of the trainee, but sponsors must be careful in selecting these opportunities.

### **4.4 Personnel Cabinet, Office of Diversity, Equality & Training**

The role of the Office is to manage the GMMTP program by:

- Enrolling a new class of trainees every two years.

- Monitoring the progress of the current class.
- Intervening when obstacles or barriers are preventing sufficient progress
- Providing mentoring and support to individual trainees.
- Facilitating networking opportunities.
- Coordinating the participation of state government agencies in providing assistance and services to trainees.
- Assisting trainees with the design of their awards ceremony.
- Providing annual reports to Cabinet Secretaries and Governor.
- Conducting exit interviews with all trainees.
- Evaluating the overall success of the program



## **Summary of Steps in Selection Procedure**

1. Personnel Cabinet, Office of Diversity, Equality & Training announces application availability via email, and correspondence with Cabinet Secretaries/ Agency Heads.
2. Cabinet Secretary, Agency Head, or internal liaison promotes program within their respective cabinet or agency.
3. Applicant notifies agency liaison on their intent to apply for GMMTP.
4. Applicant completes application package, and returns to Agency Liaison for review.
5. Agency Liaison and Cabinet Secretary or Agency Head reviews application materials, determines eligibility, and identifies applicants to nominate. Cabinet Secretary or Agency Head provides signature of approval.
6. Agency Liaison submits a minimum of three (3) applicants to Office of Diversity, Equality & Training, on behalf of Cabinet Secretary or Agency Head.
7. Selection committee will review applications, and interview applicants.
8. Selection committee will name accepted participants.
9. Notification will be sent to individuals selected for GMMTP, as well as their supervisors, internal liaison, and Cabinet Secretary or Agency Head.